

## Addressing Vermont Workforce Planning Model Steps II: Work Functions Work Page

These questions may assist in understanding the work functions for the workforce planning effort. The answers can serve as a part of the data generated for Step II: Perform Environmental Scans and Assessments using workforce and other data. In this process, the Workforce Planning team will conduct:

- An internal environmental scan
- An external environmental scan
- A SWOT analysis

This work page will contribute to the next data area, the workforce supply/demand analysis. Base responses on the results of:

- The SWOT analysis
  - The environmental scans
  - The organization's strategic plan and/or the team's Strategic Direction Work Page above
1. Based on a review of the department's strategic direction, do all work functions address a mandated outcome or an outcome critical to the mission and strategic direction of the department and/or state government?
  2. Which work functions will remain unchanged?
  3. Which work functions may be discontinued or outsourced?
  4. How might existing work functions be enhanced or changed and how will that affect the work performed (amount, type of work) and the human resource needs (numbers and competencies)?
  5. Will any work functions be consolidated?
  6. Are any process changes (business process improvement/reengineering, etc.) being considered? Have other factors changed that may result in an increase or decrease in work?
  7. Are changes occurring in other departments, divisions, or work units that may influence the work functions or work load?

8. How will work flow into the department, or between units of the department, in the future? (Consider both internal and external flows) What will be done once the work reaches each work unit, and where will the work go from there?
9. Is the department or the next level planning to offer new services, which will add new work functions to any unit being considered in the workforce planning process?
10. What technology changes (improvements, obsolescence, etc.) will occur, that may influence work functions?